1.1.1 PROJECT MANAGEMENT

Project Management

Overview

The Blueprint GAP project began with a solution review of the Blueprint phase in October of 2005. The solution review identified several items requiring attention. These items were identified as Blueprint Gaps. The State of South Carolina Enterprise Information Service (SCEIS) team created a statement of work (SOW) with SAP to complete the Blueprint design. The SOW has eight sections. Each section has predefined tasks. Listed are the key areas of the Blueprint Gap project

- Project Implementation Manager.
- Organization Structures and Financial Master Data Definition including planning and mapping of the State's Financial Master Data and Financial Organizational elements in the system.
- Master Data conversion (requirements of core agencies) objects including initial loads of master data from legacy systems.
- Cash Control by Fund/Sub-fund (grant & phase) and Business Area; "PCA" – Multiple Split Funds including a functional specification defining rules for Cash Control by Fund/Sub-fund and Business Area.
- Design and prototype the Ability to Park Requisitions Prior to the Start of the Fiscal Year before Budget is Loaded. The current functionality of saving requisitions in SAP executes an availability check against funds management.

    o Inter/Intra Departmental Transfer (IDT) Process including the identification of a solution and documentation of the process design
- Reporting not currently defined in required detail:
    o Assist with the determination or information and data required for mandatory Agency reports
    o Document plan to produce CAFR Reports from SAP and/or legacy systems, taking into consideration the potential risk of the various solution options, as well as alternative solutions.
- SRM Technical Scenarios Not Determined/Critical MM/SRM Master Data Requirements:
    o Recommend which SRM and MM functionality and scenarios are to be implemented given SCEIS requirements
    o Assist with the mapping of Agency's current procurement processes to the proposed SRM and MM Solution, as well as mapping the SRM Master Data into the SAP landscape
- Development & Management of Critical Interfaces:
    o Develop and document the specification of critical interfaces for the 1st wave central agencies and the Department of Mental Health (DMH)
    o Develop and document critical interfaces (e.g., STARS)

Each key item has a blueprint document. Each document includes the following components:

- Overview
- Visio diagrams
- Excel Worksheets
- Customer Input Templates
- Diagrams
- Appendix

All of the Blueprint documents have been uploaded into Solution Manager. Solution Manager Tools were used to generate and format the Blueprint documents. Supporting documents have been placed on the project shared drive. Each key item has a designated folder. The documents have been reviewed by the SCEIS staff. These documents will support the configuration and design of the SAP ECC 5.0.

Outcome Task

The Project management phase of the project included several outcomes. The outcomes were documented and placed in the designated folder on the client shared drive. The outcomes were also outlined in the statement of work and project plan. The outcomes are listed below:

- Complete a project plan
- Develop a plan to determine the business processes to be configured in the solution center
- Configure and document the business processes in the solution center using RWD InfoPak.   Business processes documented are listed below:
    - ECC 5.0 Requisition to Cleared Check
    - SRM Shopping Cart to Cleared Check
    - ECC 5.0 FI posting to clearing
    - ECC 5.0 Budget Transfer
    - ECC 5.0 Financial Reporting
    - ECC 5.0 Master Data Maintenance
        - General Ledger
        - Cost Elements
        - Cost Element Groups
        - Commitment Items
        - Commitment Item Groups
        - Cost Center
        - Cost Center Groups
        - Fund Center
        - Fund Center Groups
        - Fund
        - Fund Groups
        - Functional Area
        - Functional Area Groups
        - Funded Program
        - Funded Program Groups

- Complete the Blueprint Documents for the other items in the SOW
- Complete a Final Presentation
- Complete and Review the Final Blueprint Documents
- Document the benefit of Solution Manager

All outcomes for the SOW have been completed. The process on how to define completed outcomes was determined by SAP and the SCEIS team. The outcome sign-off sheets will be completed after the final presentations.

The next section of the report will cover the overview and benefits of solution manager. This task was a replacement for the task of documenting the configuration of the SCEIS solution center. Solution manager tools were used throughout this project. The documents and structure of the project were configured in Solution Manager. Solution Manager was beneficial in completing the outcomes of the tasks of this project.

Solution Manager

Overview

Solution Manager allows customers to centralize the implementation, operation, monitoring, support and maintenance of all NetWeaver components. Solution Manager has positive technical as well as business impact by improving the interconnection between processes and the underlying IT infrastructure in a centralized or decentralized environment. The result is concrete: easy and effective communications between the IT department and the business units of your organization which is crucial for the success of your company business.

Solutions Monitoring

Solution Manager allows real time monitoring of systems, business processes, interfaces and even system interdependencies, reducing administration efforts. Proactive monitoring helps prevent critical situations, while automatic notifications allow a user to respond rapidly.

Solution Implementations/Upgrades

Using Solution Manager in the configuration of information and process orientation, configuration and final preparation will accelerate the system implementation. Solution Manager allows the efficient administration of projects and centralized control of cross-components. Any implementation license keys have to be generated through solution manager.

Synchronization of customized preferences

Solution Manager will allow a project to keep a consistent IT environment. This solution favors the administration of the parameters that the customer is willing to customize.

Therefore, the expense of unnecessary inconsistency testing and even the risk of making mistakes are not faced. Solution Manager reduces the manual synchronization efforts automatically distributing its preferences to multiple systems, in a simultaneous and centralized fashion.

Testing

It provides a single access point to the system and it allows centralized storage of materials and results of each test, which will be useful as support of other test processes in the future.

The Support Desk included in Solution Manager Helps handle incidents more efficiently and favors the support cost estimation. The support messages centralized administration makes all the organization more efficient. All support corrections are documented and implemented through solution manager.

Global Development

The homogenous methodology and functionality of this tool helps the standardization and harmonization of processes in global companies or with multiple sites, branches or waves. Thus, the implementation in each site will be simple because the total configuration of facilities in each one will not be necessary.

Service Level Reporting and Management

This solution favors the simple definition of service levels and provides automatic reports. The information regarding the service level comprehends all the solution systems and provides a consolidated report that contains all the information that need to make strategic decisions in the IT environment of your company.

Service Recommendations

Solution Manager puts forward adequate recommendations about additional support services needed to obtain the highest performance of your IT operations.

Key benefits

Listed below are key benefits of using Solution Manager:

- **Trustworthy IT solutions:** Minimizing the risk during configuration and operation.
- **Implementation and improvement cost reduction:** The tools for this solution make your projects more efficient.
- **Fast ROI:** Accelerating the implementation and continuous IT infrastructure, improving the business.
- **Lower operating costs:** Through a unique administration point for multiple component environments.
- **More from your investments:** As it is an open solution, it integrates to environments of applications of SAP and non-SAP.

ASAP Methodology for Implementations

Solution manager provides tools to manage installation of new projects. The Solution Road map follows the phases of the ASAP Methodology. The project road maps can be used by the project team to track project activities. The ASAP methodology is broken into the following five phases.

- *Preparation* – The purpose of this phase a plan is to create a plan for your implementation by defining project goals and objectives, the scope of implementation, implementation strategy, the project schedule and the implementation sequence. The project team is set up during this phase.
- *Business Blueprint* - The purpose of this phase is to create the Business Blueprint Document, which is a detailed documentation of business processes and other objectives identified during the requirements gathering workshops. The Business Blueprint is also used to define the scope and refine the original goals and objectives and the project schedule.
- *Realization* - The purpose of this phase is to implement business and process requirements contained in the Business Blueprint in the system, to set up and configure the system and to draw up end user documentation and training materials.
- *Final Preparation* - The purpose of this phase is to provide end user training, to carry out the final check of the system before going live and to prepare and implement the transfer of data into the production system. This phase also serves to resolve all crucial open issues.
- *Go Live & Support* - The purpose of this phase is to move from a pre-production environment to live production operation, to set up a Help Desk to provide long-term support for end users and optimize overall system performance and the technical environment. Also use this phase to plan follow-up training, upgrades and ways to continually optimize the R/3 System.

Accelerated Road Maps

Definition

ASAP roadmaps outline the activities involved in implementing, upgrading, or enhancing SAP solutions enriched with set of deliverables, accelerators, role descriptions and additional guides

Usage

Provide content (work packages, activities, tasks, deliverables, and accelerators) that can be used in either of the roadmap delivery mechanisms

Benefits

A transparent, proven approach helping the project team to work as a team and to reduce implementation time, costs and risks. It addresses both hard facts as well as soft skills. Knowledge management - use the Implementation Roadmap for SAP solutions to gather knowledge on how to organize and run your implementation projects

The **Accelerated SAP Roadmaps** are the means of navigation for a successful Implementation (initial, upgrade, extension) of SAP Solutions ASAP Roadmaps are:

- A clear path through the Methodology Content and Toolset identifying the Processes, Procedures, Tools, Accelerators, Contents etc which should be used and the order of usage to meet a particular predefined challenge.
- Framework structured based on either a view based on the WBS (Phase, Work Package, Activity, and Task) or Deliverables (Phase, Deliverables?) of the Project.
- Framework that keeps everything together - without a roadmap one would become very quickly lost in the forest of content.
- Flexible, scalable and tailorable to meet Project and Customer needs.
- Organize tests after a Business Blueprint documents is created and initial configurations are made in the Realization phase.

The roadmaps have the following structures

- Phase
- Work package
- Activity
- Task

The structure can contain the following content provided by SAP or developed during the project:

- Accelerators: Documents (Templates, Checklists, Tips & Tricks, etc.) which can be used to support the creation of deliverables and/or support the execution of activities and tasks
- Processes & Procedures: Descriptions how to perform standard operations and activities within projects in a structured repeatable effective and efficient manner
- Deliverables: Descriptions of Work Output Items from the Project, attached are processes, procedures, accelerators, etc. as to how to achieve
- Activities & Tasks: Descriptions of Work Items which have to be performed in the Project, attached are processes, procedures, accelerators, etc. as to how to perform
- Milestones / Quality Gates: Check points with associated procedures and criteria which must be satisfied before subsequent steps in the Project can be started.
- Roles: Who is necessary in the Project, who is responsible for what?

Business Blueprint

This function documents the business processes in a company that will be implemented in the system. In a Business Blueprint for Projects, a project structure is relevant business scenarios, business processes and process steps organized in a hierarchical structure. Project documentation can be created and assigned to individual scenarios, processes or process steps. Transactions are assigned to each process step; to specify how a business process should run in a SAP System.

Integration

Project documentation and the project structure created during the Business Blueprint, can be used in the configuration and test organization phases.

- When business processes are configured, the system displays the Business Blueprint project structure. The Business Blueprint project structure can be used as a point of reference during configuration.
- During configuration, project documentation can be displayed and edited from the Business Blueprint phase.
- All test plans are created on the Business Blueprint project structure. The transactions assigned to a process step in the Business Blueprint are included in test plans during test plan generation, and run as function tests.

Configuration

This project step configures the process requirements specified in the Business Blueprint phase in the SAP system. Objects from the Business Process Repository in the structures, may already be assigned to transactions and BC Sets. If a structure is created without a Business Process, Repository objects can be assigned to transactions in the *Business Blueprint* transaction. BC Sets, IMG objects, and test cases are assigned in the *Configuration* transaction.

This project task comprises the following steps:

- Assign Transactions/Programs

    A user can call assigned transactions, add new ones or remove superfluous ones from the project scope, in the *Transactions* tab.

- Assign/Edit BC Sets

    A user can assign BC Sets to project steps, display the contents of the assigned BC Sets and delete superfluous BC Sets from the project scope, in the *Configuration* tab.

    One BC Set or all BC Sets can be assigned to a process.

    New BC Sets can be created for project or company-specific settings, which will e.g. want to be use in a group rollout or to create a custom solution, in the application system, and assign them in the Solution Manager.

- Assign/Edit IMG

  A user can assign IMG objects to the project steps, display and edit these settings, and the settings made by BC Sets, in the IMG.

- Edit Test Cases

  A user can make initial function tests after the configuration.

- Create/change problem messages in the **Messages Tab**

Training Material and Learning Maps

When new solutions and functions are implemented, the end users must be trained in the new functions they will be using. Learning maps can be generated for the end user tasks, e.g. for the new functions which the purchaser in your company will use, with the Solution Manager, from the existing project structure. A learning map is the structured table of contents of a computer-supported self-learning training course, which presents brief information about the learning units, and links to the training material, in HTML format. E-Learning materials, e.g. SAP Tutors, can be placed in the self-learning courses.

Analyses

Information about a project per phase or project activity, e.g. status, deadlines or team members, analyses is based on this information. The more detailed information recorded the more analysis options that are available. One project or several projects at the same time, depending on the selected project type, can be analyzed
The Solution Manager analyses comprise the following reports:

Business Blueprint:

- Administration: Analysis of administration information, classified in general status analysis, and worklists which can be assigned to one or more project team members. In work list analyses, a team member can analyze specified data, such as the status or the planned end date.

- Assignments: Analysis of the assignments in the project structure.
  This can be documentation (general or project documentation) and transactions which were already delivered, or have been added during the project.

Configuration:

- The analysis is analogous to the Business Blueprint phase. The assignments of configuration objects (e.g. BC Sets, CATTs, and IMG activities), test cases and problem messages can be analyzed.

- *Test Organization*: Analysis of test plans (individually or collectively)

- *System landscape*: Analysis of the logical components which are used in a project

- *Change recording*

- *Learning Map*: Analyze the feedback which users have given to a learning map (computer-supported self-learning course)

The analysis results display options are very flexible. Selection criteria can be used to restrict the scope of the analysis, and specify how the results of the analysis are to be presented.

Services and Support

Solution Manager is a platform for the delivery of services for the following areas:
- Risk minimization
- Optimization of SAP solutions
- Knowledge transfer

Services in the SAP Solution Manager are services which help monitor and optimize the performance and availability of your system landscapes and minimize your system operation risks.

The component comprises:
- The creation of a Service Plan to optimize your production business processes
- Issue Tracking
- Service Connections for SAP Support
- SAP Safeguarding
- SAP Solution Management Optimization
- SAP Empowering

Service Desk

This component is used to process internal support messages, and forward them to SAP Support, if necessary.

The project team members can create messages, which can be managed centrally in the Service Desk, in all project phases, e.g. in the Blueprint and during the test phase. Internal customers, i.e. end or key users, can also create support messages from any SAP system. Support messages can be processed centrally in the Solution Manager Service Desk.

Features

Central management of support messages
- Direct creation of support messages from any transaction
- Automatic capture of important data about the system in which the support message was created, e.g. installation number, installed software components, operating system, transaction, screen number.

- An automatic assignment of the support message to a support level
- Central message processing in the SAP Solution Manager:
- Display customer data, problem description, priority, attached documents, Service Level Agreements (SLA)
- Assign processor
- Send messages to the creator and other processors
- Forward message to other processors or support units
- Create documents and URLs
- Attach documents
- Status assignment and monitoring
    - Create a work list with selection conditions

Search for and import SAP notes

- Search for SAP notes in the SAP Service Marketplace
- Import SAP notes with the *SAP Notes Assistant*
    - Automatic corrections in ABAP source code
    - Adjust changes to already imported Support Packages
    - Display all SAP notes which were imported into a system with the *SAP Notes Assistant*

Change Request Management

Change Request Management enables a project team to manage SAP Solution Manager Projects (maintenance, implementation, template, and upgrade) projects from top to bottom: Starting with change management and project planning, through resource management and cost control, to physical transports of changes from the development environment into the productive environment.

Ongoing software and configuration changes as well as large implementations are ongoing challenges for managing data consistency and secure project control. Change Request Management as part of SAP Solution Manager integrates Service Desk functionality for managing change requests, and extends project control by integrating project planning with the projects application into a transport workflow control.

The processes supported by Change Request Management include urgent corrections for implementing fast and direct changes in the productive environment, and activities for maintenance projects, and implementation, upgrade, or template projects. Cross-system and cross-component changes are supported.

Change Request Management offers the following benefits:
- Increased maintenance and project efficiency
- Minimized costs for project management and IT
- Reduced risk of correction and project failure

- Shorter correction, implementation, and going-live phase
- Efficient maintenance of customer developments and implementations

Recommendation:

SAP recommends that SCEIS use solution manager to manage the solution landscape, realization configuration, unit test plans, integration test plans, development objects, and messages. As each release of the MySAP solution is released, the requirements of solution manager becomes more defined. The following components of solution manager should be implemented:

- Blueprint Structure to assist in the management of the system configuration. Key business process can be added that correlates to the project work plan
- Realization IMG transaction will be required to completed
- Realization transition codes for testing configuration
- Realization test cases will be required to track the progress of unit testing and integration testing
- Message(s) will be required to track internal and external issues. The message function will allow end user to track progress of support messages to SAP.
- Track development object(s) that relate to the configuration task and business process
- System landscape management so that early watch feature can be used
- Prepare license keys for new solutions
- Transport management of configuration

These functions will assist SCEIS to maintain and manage the progress of each the remaining project phases.